

Delaware Division of the

Strategic Planning Retreat
January 14, 2015
10 a.m. to 3 p.m.
DE Agricultural Museum, Dover, DE

Attending: Council: Lise Monty (Chair), Tina Betz, Lou Braithwaite, Joann Browning, Lori Crawford, Robert Fitzgerald, Rick Givens, Ralph Kuebler, Cheryle Pringle, Carol Rothschild, , Catherine Walls, Mack Wathen

Staff: Paul Weagraff, Kristin Pleasanton, Terry Plummer, Sheila Ross, Roxanne Stanulis, Katie West, Gwen Henderson, Dana Wise

Absent: Heather Morrissey, Jon Newsom, Margaret Johnson, John Sarro

Lise Monty-Chair, DSAC called meeting to order at 10a.m.

Public Comment: None

Paul Weagraff-Director, DDOA welcomed and re-introduced Maren Brown and Mary Margaret Shoenfeld (Maren Brown Associates), strategic planning consultants, to council members and staff.

Maren Brown Associates provided an overview of research results

Maren Brown Associates – PowerPoint presentation (see attached Appendix) going over results of survey, town meetings and focus groups:

- ❖ Indicated that organizations were well represented in all counties
- ❖ PreK-12 education seems to be an urgency amongst the attendees at the meetings
- ❖ Marketing and tourism theme – A lot of people expressed not being aware of our marketing reach
- ❖ We recognize that not all perceptions gathered by the audience are factual
- ❖ A lot of constructive feedback came out of the research
- ❖ The regional differences in Delaware are very obvious
- ❖ Roughly 900 people engaged in interviews, meetings and focus groups (about a 50% increase from the last Strategic Planning process)

Vote: To accept all research reports as final documents for use in planning: **Motion and second to approve – All in favor.**

Maren Brown Associates: Mission, vision and values small group exercise (See notes in Appendix 1)

Lunch

Maren Brown Associates: Review of major research themes, goals and objectives small group exercise (See notes in Appendix 1)

Debrief/Trends and Opportunities

Facilitators thanked all for their participation in the planning retreat.

Motion and second to adjourn meeting at 3pm - All in favor.

Appendix 1: Results of group exercises

Mission:

- (14 dots) Are you generally satisfied with the mission as it currently written?
- (4 dots) Do you feel there are substantive changes that need to be made to this statement?

Strengths

- (6 dots) Nurture and support good identifying words (simple & direct) tells what we are trying to accomplish
- (8 dots) brevity
- (4 dots) memorable

Weaknesses

- Wording needed: (to correspond w/ authorizing legislation)
 - (no dots) promote
 - (1 dot) facilitate
 - (2 dots) partner
 - (no dots) encourage for
 - (1 dot) cultural resources
 - (no dots) cultural heritage
- Alternate word than 'nurturing' i.e.:
 - (6 dots) cultivate,
 - (2 dots) promote & encourage public engagement,
 - (1 dot) fostering
- (2 dots) can we use the words 'aspirations' or 'aspire' as in legis.
- (4 dots) "committed" should replace "dedicated"

Vision:

- (16 dots) Are you generally satisfied with the vision statement as currently written?
- (3 dots) Do you feel there are substantive changes that need to be made to this statement?

Strengths

- (2 dots) Comprehensive yet succinct
- (no dots) Encompasses Governor's focus
- (no dots) Speaks to community engagement
- (2 dots) Echoes quality of life concept as seen in mission
- (6 dots) Like that the focus is on Delawareans not the arts providers
- (4 dots) Accurately reflects what council & division see as important
- (no dots) Consistent w/ enabling legislature
- (2 dots) The word envision is a strength in statement

Weaknesses

- (3 dots) Is there a better phrase than “envision a day” i.e. works towards, (...group 3 disagrees)
- (5 dots) End statement at quality of life.
- (2 dots) “strives for Delawareans to recognize...” (instead of envision a day)
- (4 dots) Support is vague; use words like “vital” & “thriving” to describe organizations (as vision)
- (5 dots) Resulting in a culture of support for the arts.”

Values:

- (19 dots) Generally satisfied
- (no dots) Substantive change needed?

Strengths

- (13 dots) Clear and comprehensive
- (1 dot) Disagree with combining 2 values as suggested – good as is
- (2 dots) Values do relate to the legislation

Weaknesses

- Some values can be combined to make val. Stmt. More concise. Ex: “Creativity...” and Excellence...”:
 - (5 dots) could be combined
 - (5 dots) last value should add artists and arts organizations (develop strong...)
 - (5 dots) drop the last two bullets: partnerships and public value are messages/actions, not values

Information Services & Marketing

Rotation 1

How can the Division forge and/or build upon partnerships to support this goal?:

- (no dots) Tourism – feed arts events to tourism calendar
- (11 dots) TADD – Tourism, Arts & Downtown Development – cooperative marketing to include more DE towns
 - State IT department to determine cost efficient ways to disseminate info
- (no dots) Arts agency booth at different events
- (1 dot) Calling post messages that direct messages to constituents telephones
 - More effective partnering with MAAF and others
- (2 dots) Ensure that diversity is included in marketing materials for TADD'

What research is needed to support this goal area?

- (no dots) Callingpost.com or look for other companies who provide this service
 - Find out what other states do
- (1 dot) Survey of constituents – how do they prefer to hear from us, what types of information is helpful, are they aware of all our venues (ads, social media, e-news, DelawareScene, etc.)

Rotation 2

What professional development and networking opportunities can the division provide to support this goal area?:

- (1 dot) Workshops and/or one-on-one training for electronic marketing and/or social media
- (9 dots) Expand promotion of DelawareScene as a marketing tool for orgs & tourism
- (2 dots) Leveraging our attendance at events to market ourselves
- (1 dot) Have materials/talking points about DDOA that grantees can use

How can the division better serve the unique regions of the state as they pertain to the goal area?

- (no dots) Facilitate collaborative marketing initiatives
- (no dots) Negotiate reduced marketing costs w/ print media
- (2 dots) Analyze e-news click-throughs to determine who is not reading/receiving arts news to explore alternate communication tools

Rotation 3

What funding resources can the division provide to support this goal area?

- (3 dots) Explore relationships w/ media outlets for advertising (Clear Channel – billboard)
- (no dots) Amazon

How can the division support enhanced access and diversity as it relates to this goal area?

- (1 dot) Advertising in Spanish language, papers & radio
- (4 dots) Explore translating website & app in Spanish
- (no dots) centralized ticketing resource
- (2 dots) Black church outreach

Rotation 4

How do these strategies address demographic shifts and their impact on infrastructure?

- (1 dot) By expanding outreach – demographics change

How can the division advocate with future legislators for support of the arts?

- (5 dots) Providing input throughout the year
- (no dots) Encourage attendance to local arts performances
- (no dots) Arts alliance presence at relevant legislative sessions

Rotation 5

How does this goal interact with other goal areas?

- (no dots) Supports all other goal areas

What further refinements would you make to this goal area?

- (7 dots) A more integrated coordination of information/programs being marketed by other state orgs: **i.e. CROSS MARKETING!**

Building Capacity of the Field

Rotation 1

How can DDOA forge and/or build upon partnerships to support this goal area in the state?

- (9 dots) Convening multiple organizations
- (no dots) Convening multiple organizations (arts) cross discipline also within government agencies
- (3 dots) Identify needs intersections, act as matchmaker sharing resources
- (no dots) Regional outreach, potentially across state borders (Philly, Baltimore, Salisbury, etc.)
- (no dots) Mixer at Summit – make people mix with others from a different field
- (no dots) Require that grantees participate in convenings
- (4 dots) Partner with LEADERSHIP DELAWARE
 - Meet w/ funders/leadership to develop stronger funding opportunities for constituents

What research is needed to support this goal area:

- (4 dots) Identify needs/partners
- (no dots) Review of grant apps – extract needs
- (no dots) Survey fields for strengths & weaknesses (professional development needs)
- (no dots) Gathering info about tourism, Chambers of Commerce, etc.
- (9 dots) Identify and groom corporate, foundation and major businesses in the state – division and council leadership convene meetings to discuss mutual funding interests and potential partnerships
- (no dots) Identify the different demographic and diverse populations in the state...where they reside, what they like (from an arts perspective) and how to deliver services

Rotation 2

What professional development and networking opportunities can the Division of the Arts provide to support this goal area?

- (5 dots) Statewide summit; countywide mixers; communitywide mixers
- (2 dots) Startup program for individual artists
- (no dots) Suggest to arts orgs to provide internship opportunities (even in Summer) for high school and college students

How can the Division of the Arts better serve the unique regions of the state as they pertain to this goal area?

- (5 stars) Identifying (non-arts?) leaders in the regions to spearhead action armed w/ the arts message
- (no dots) Identify training unique to orgs by size, discipline, geography, etc.

Rotation 3

What funding resources can DDOA provide to support this goal area?

- (no dots) Sponsor an “Arts Day” at Leadership DE
- (2 dots) Facilitate a day to “Meet Funders” of the arts
- (4 dots) Provide list of grant-making foundations/contacts/area of focus, etc.

How can DDOA support enhanced access and diversity as it relates to this goal area?

- (no dots) On-line promotion
- (no dots) Build a diversity component/question on grant applications

Rotation 4

How do these strategies address some of the issues we discussed in the first meeting, like demographic shifts and their impact on infrastructure?

- (1 dot) Focus on leadership/training
- (2 dots) Needs more attention/focus to geography and engaging diverse populations (Hispanic, African-American)
- (no dots) Good to identify organization needs vs. “one size fits all” training

How can DDOA advocate with future legislators for support of the arts?

- (no dots) Develop talking points/materials for advocacy
- (1 dot) Provide guidance to DE Arts Alliance on strategies/messaging/timing

Rotation 5

How does this goal area interact with other goal areas?

- (no dots) Division as facilitator in goal areas

What further refinements would you make to this goal area?

- (3 dots) Promote successes to continue further funding

Community Engagement

Rotation 1

How can DDOA build upon partnerships to support this goal:

- (8 dots) Build partnerships w/ offices/convention & visitors bureaus to build awareness for in-state & out-of-state
- (no dots) Expand relationship w/ libraries and parks for marketing purposes
- (no dots) Build relationships w/ clergy or religious groups, fraternal organizations and other diversity orgs.
- (2 dots) TADD (tourism, arts, downtown development) – attend meetings – stay involved. “Eat, Drink, Buy, Art” ...
- (no dots) Build relationships with corporate/business “Meet the funders” events, facilitator, community, ...
- Research needed to support
 - (no dots) Explore relationships already established between large orgs and tourism/CVB’s
 - (1 dot) Identify underserved audiences in locations throughout state and appropriate programming for those audiences
 - (2 dots) Tourism, Arts, Downtown Development
 - (no dots) Identify consultants who can conduct research

Rotation 2

What professional development and networking opportunities can DDOA provide?

- (2 dots) Adapt START-UP program for individual artists
- (no dots) Encourage the start of “meet up” groups for the arts...(on-line way to meet people w/ like-minded interests)
- (no dots) Explore Pinterest
- (no dots) Artists retreats for each arts discipline
- (6 dots) Continue working w/ DANA and AFP
- (1 dot) Engage new young leaders in the arts

How can DDOA serve the unique regions of the state re: this goal?

- (5 dots) Identify young community individuals interested in the arts (Leadership Delaware)
- (6 dots) Invite young leaders to panel meetings and to serve on arts council (may need to shift to evening/weekend meetings)

Rotation 3

What funding resources can DDOA provide?

- (no dots) Dedicate4d funding to community engagement/partnership initiatives
- (no dots) Partner orgs have access to alternate funding souces
- (1 dot) Pool a portion of corporate funds to DDOA to re-grant w/ recognition

How can the DDOA support enhanced access and diversity as it relates to this goal?

- (no dots) Articulate and solicit info from grantees that demonstrate in concrete terms effectiveness in outreach and diversity (inclusion)

Rotation 4

How can these strategies address demographic shifts and their impact on infrastructure?

- (1 dot) Spanish language materials
- (5 dots) Encourage venues and arts orgs to reach new audiences (youth, retired, Hispanic)
- (1 dot) Take events/activities to audience (encourage)

How can DDOA advocate with future legislators to support the arts (in this area)?

- (4 dots) Show legislators the impact on their jurisdiction
- (no dots) Share struggles/challenges with them
- (1 dot) Art Advocacy Day
- (no dots) Personalized regular communications
- (no dots) Require grantees to write letter/invite to legislators

Rotation 5

How does this goal interact with other goal areas?

(nothing listed)

What further refinements would you make to this goal area?

- (4 dots) Teaching organizations how to define community, summit, resource on website, professional development, identify community on grant guidelines

Pre K-12 Access to Arts Education

Rotation 1

How can the division forge and/or build upon partnerships to support this goal area in the state?

- (5 dots) Convene teachers, teaching artists, arts ed organization departments each summer to learn arts integration strategies/common core curriculum
- (2 dots) Convene DMEA/DAEA to determine issues/challenges they face
- (no dots) Sustain dialogue w/ DOE reps on arts ed in schools
- (no dots) Support/facilitate arts orgs that can provide arts ed resources/alternatives/options for arts learning
- (2 dots) Sponsor student art exhibits to increase exposure to arts and to DE arts venues/institutions by students, families & friends

What research is needed to support this goal area?

- (1 dot) Connection/partner w/ other arts integration consultants in other states (bring to DE)
- (1 dot) Research is there. Identify key topics/studies/case studies relevant to DE
- (1 dot) Research actual (not perceived) status of arts ed in DE schools

Rotation 2

What professional development and networking opportunities can DDOA provide to support this goal?

- (no dots) Create education teacher kits depending on grade level
- (11 dots) Identify key players in school districts for access and invite them to DDOA events

How can DDOA better serve the unique regions of the state as they pertain to this goal area?

- (3 dots) Ask school districts in what ways we can help
- (no dots) Convene coffee/informal meet & greet w/ educators and arts providers in each school district

Rotation 3

What funding resources can DDOA provide to support this goal area?

- (1 dot) Provide information about other AIE funding opportunities
- (4 dots) Increase % of DDOA budget for AIE

How can DDOA support enhanced access and diversity as it relates to this goal area?

- (1 dot) Make sure grant guidelines reflect goals
- (4 dots) Make sure AIE providers understand demographics of service area and address needs

Rotation 4

How do these strategies address some of the issues we discussed in the first meeting, like demographics shifts and their impact on infrastructure?

- (no dots) Tap into the knowledge of the incoming retirees

Who can DDOA advocate w/ future legislators for support of the arts?

- (no dots) Educate the constituency
- (no dots) Constituency helps to educate the future legislators
- (1 dot) Educate local (city, county etc...) governments

Rotation 5

How does this goal area interact with other goal area?

- (9 dots) By fostering an early appreciation of the arts, it has lasting impact
 - Art transportation grants
 - Museums art to classroom
 - Grant funding
 - Encouraging superintendents to release bus dollars
 - Encourage teachers to invite
 - RFP approach – proposal for bringing programming for schools
 - Rolling deadline?

What other refinements would you make to this goal area?

- (2 dots) Training core teachers to incorporate the arts into daily activities
- (2 dots) Involving parents in and out of school arts activities at all grade levels

Other Topics (List)

- **Economic & Community Development (ECD) (tourism)**
- **Societal Change (SC) through the Arts**

Rotation 1

How can DDOA forge/build upon partnerships to support this goal?

- (1 dot) ECD – build upon tourism agency partnerships
 - (6 dots) Build upon Governor’s Downtown Develop. Districts to include the arts
 - (1 dot) Build upon Chambers of Commerce
 - (1 dot) Division leaders of two orgs (arts & tourism) meet to discuss partnership opportunities
- (1 dot) SC
 - (1 dot) State & local health agencies – explore alliances
 - (no dots) Identify/train artists to address these issues
 - (no dots) Utilize education residencies and have artists link the arts and the issues

What research is needed to support this goal?

- (2 dots) ECD
 - (1 dot) Analysis of existing place-making **
 - (1 dot) Research, awareness of anything happening now (successful models, i.e. Main Street) **
 - (no dots) Understanding current environment
 - (2 dots) Identify non-arts, local economic development organizations to lead efforts
- (1 dot) SC
 - (no dots) Artist can consult w/ school to determine issues of relevance
 - (1 dot) Analysis of existing place-making**
 - (1 dot) Research, awareness of anything happening now (successful models, i.e. Main Street)**

*** listed for both ECD & SC*

Rotation 2

What professional development and networking opportunities can the division provide to support this area?

- (8 dots) *{both}* Provide venues, scheduled times for networking
 - Arts summit can support these topics
- (2 dots) Identify and place resource people in professional development opportunities offered in those fields

How can the division serve the unique regions of the state as they pertain to this goal area?

- (no dots) *{both}* Benefits to convening statewide, as a whole (What are carrots & sticks)

Rotation 3

What funding resources can the division provide to support this goal area?

- (2 dots) SC - support for artist school residency focused on social issues
- (no dots) SBA funding for start-ups? Pop-up shops

How can the division support enhanced access and diversity as it relates to this goal area?

- (no dots) SC – Work through schools
- (12 dots) ECD – Convincing non-arts, local economic development interests and political leadership) to embrace these art strategies
- (1 dot) SC – Create exhibition opportunities for work created by these programs

Rotation 4

How do these strategies address demographic shifts and their impact on infrastructure?

- (no dots) Addressing platform preferences in different age groups

How can the division advocate with future legislators (local politicians) for support of the arts?

- (no dots) Focus messaging on synergy between development and arts
- (no dots) Engaging champions within these professions to advocate for these issues

Rotation 5

How does this goal area interact with other goal areas?

- (1 dot) Builds organization capacities/potential for outreach (community engagement)
- (no dots) Synergy/energy increases with larger coalitions coming from complementary fields
- (no dots) Makes better stories to tell (advocacy, marketing)
- (1 dot) Social services vs/= arts services/benefits

What further refinements would you make to this goal area?

- (9 dots) Targeting which organizations/individuals would make for good matches/partners/advocates (game plans for how this would happen)